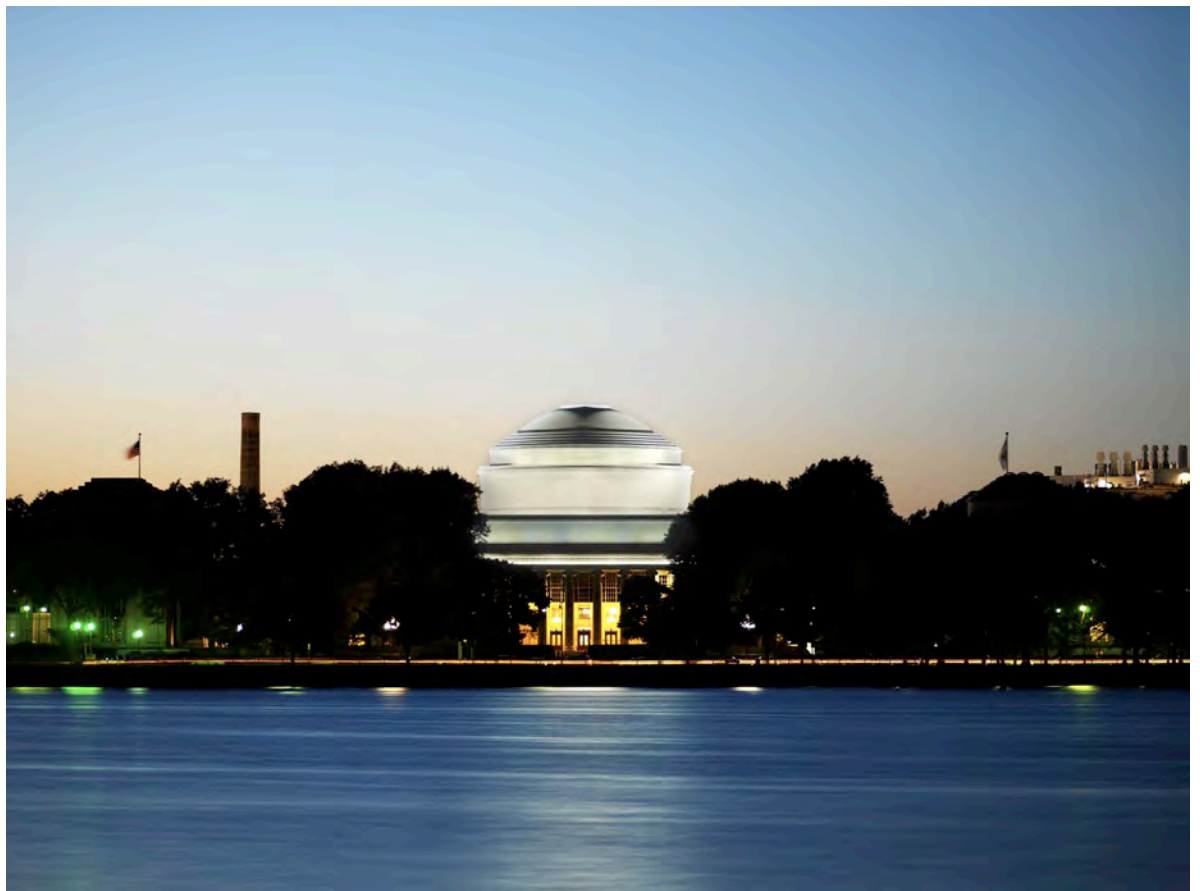




**Massachusetts
Institute of
Technology**



**2010 Town Gown Report to the City of Cambridge
December 15, 2010**

2010 Annual Town Gown Report

Massachusetts Institute of Technology

Contents

I. Existing Conditions	1
A. Faculty & Staff	1
B. Student Body	2
C. Student Residences	3
D. Facilities & Land Owned	4
Parking spaces maintained in Cambridge	4
Housing	5
Property Transfers	6
E. Real Estate Leased	6
F. Payments to City of Cambridge	7
G. Institutional Shuttle Information	8
II. Future Plans Narrative	9
III. List of Projects	24
IV. Mapping Requirements	31
Map 1: MIT Property in Cambridge	33
Map 2: MIT Academic Projects	34
Map 3: MITIMCo Investment Projects	35
Map 4: Future Development Opportunities	36
Map 5: MIT Shuttle Routes	37
Map 6: New Public Infrastructure Projects	38
V. Transportation Demand Management	39
VI. Institution Specific Information Requests	42

2010 Annual Town Gown Report Massachusetts Institute of Technology

2009-2010 term (7/1/09 – 6/30/10)
Submitted December 15, 2010

I. Existing Conditions

A. Faculty & Staff

	2006	2007	2008	2009	2010	2020 (projected)
Cambridge-based Staff						
Head Count ¹	8,588	9,033	9,407	9,778	8,857	9,000-10,000
FTEs	7,473	7,710	7,935	8,258	7,461	
Cambridge-based Faculty						
Head Count	976	984	994	996	1,012	~1,100
FTEs	971	978	990	991	1,009	
Number of Cambridge Residents Employed at Cambridge Facilities	1,860	2,024	2,153	2,267	2,170	~2,300

¹ The establishment and expansion of the Broad Institute, the McGovern Institute for Brain Research, and the Picower Institute for Learning and Memory and more established research centers accounts for much of the staff growth between 2007 and 2009. The decrease in staff in 2010 is due mainly to the separation of the Broad Institute, which was effective July 1, 2009.

B. Student Body

	2006	2007	2008	2009	2010	2020 (projected)
Total Undergraduate Students	4,053	4,114	4,163	4,138	4,218	4,500
Day	4,053	4,114	4,163	4,138	4,218	
Evening	N/A	N/A	N/A	N/A	N/A	
Full Time	4,005	4,058	4,114	4,105	4,190	
Part Time	48	56	49	33	28	
Total Graduate Students	5,881	5,884	5,806	5,916	5,960	6,000-6,200 ²
Day	5,881	5,884	5,806	5,916	5,960	
Evening	N/A	N/A	N/A	N/A	N/A	
Full Time	5,839	5,833	5,731	5,889	5,940	
Part Time	42	51	75	27	20	
Non-Degree Students	176	166	148	151	134	
Day	176	166	148	151	134	
Evening	N/A	N/A	N/A	N/A	N/A	
Total Students Attending Classes in Cambridge	10,110	10,164	10,117	10,205	10,312	10,500-10,700
Non-resident students not included	96	89	103	151	72	

² There is not an overall plan to make changes to the graduate student population. Enrollment fluctuates depending on the independent decisions of academic departments. These decisions are governed by a variety of factors including the availability of research funding and the ability of international students to obtain visas. International students account for approximately 38% of the graduate student population.

C. Student Residences

	2006	2007	2008	2009	2010	2020 (projected)
Number of Undergraduate Students residing in Cambridge						
In Institute-approved housing (includes dormitories, fraternities, sororities and independent living groups)	3,270	3,272	3,228	3,315	3,328	3,200- 3,400
In off-campus housing owned and managed by MIT	7	7	6	5	3	
In off-campus non-MIT housing	69	53	75	77	101	
Number of Graduate Students residing in Cambridge						
In Institute-approved housing (includes dormitories, fraternities, sororities and independent living groups)	2,172	2,144	2,178	2,275	2,313	2,100- 2,500
In off-campus housing owned and managed by MIT	172	172	183	161	129	
In off-campus non-MIT housing	1,803	1,563	1,477	1,652	1,690	
Student Parking						
Number of parking spaces maintained for undergraduate and graduate students (including resident and commuter parking)	1,103	1,103	1,103	1,103	1,103	1,103

D. Facilities & Land Owned³

	2006	2007	2008	2009	2010	2020 (projected)
Acres						
Tax Exempt	157	160	160	160	160⁴	
Taxable	87	85	95	95	94	
Number of Buildings (academic)						
	127	102 ⁵	103	104	107	
Dormitories						
Number of Buildings	26	26	25 ⁶	26	26	
Number of Beds	5,248	5,290	5,290	5,364	5,524	
Size of Buildings (gross floor area)						
Institutional/Academic	6,315,432	6,032,363	6,286,578	6,015,884	6,401,422	
Student Activities/Athletic/Service	1,845,681	2,159,664	2,208,555	2,245,478	2,443,534	
Dormitory/Nontaxable Residential	2,680,967	2,679,144	2,677,669	2,930,504	2,930,215	
Commercial ⁷	4,716,417	4,771,460	5,112,406	5,112,406	5,138,431	
Taxable Residential ⁸	172	172	175 ⁹	175	175	

Parking spaces maintained in Cambridge

Number of parking spaces maintained for students: **1,103**

Number of parking spaces maintained for faculty, staff and visitors: **3,923**

³ MIT and the City agreed that sub-area divisions are unnecessary in this section.

⁴ While this figure remains the same, previous years' acreage erroneously included 1 acre that was not tax-exempt. The acreage should have been reported as 159 for 2007, 2008, and 2009.

⁵ Buildings leased by MIT or not located in Cambridge have been removed from the count.

⁶ The change in number of dormitory buildings is due to a change in reporting methodology.

⁷ MIT's commercial properties are measured by rentable square feet.

⁸ MIT's taxable residential properties are measured by rental units.

⁹ The addition of three units is the result of a change in reporting methodology.

Housing

	Tax Exempt: MIT- Owned and Managed Housing	Tax Exempt: Other Housing	Taxable: MIT-Owned and Managed Housing ¹⁰	Taxable: Other Housing (Univ. Park & 100 Mem. Dr. Ground Leases)
2006				
Number of Units	none	none	172	1,105
Number of Buildings	none	none	12	7
2007				
Number of Units	none	none	172	1,105
Number of Buildings	none	none	12	7
2008¹¹				
Number of Units	none	none	175	1,105
Number of Buildings	none	none	15	7
2009				
Number of Units	none	none	175	1,105
Number of Buildings	none	none	15	7
2010				
Number of Units	none	none	175	1,105
Number of Buildings	none	none	15	7
2020 (Projected)				
Number of Units	none	none	175	1,105
Number of Buildings	none	none	15	7

¹⁰ Occupied by both MIT and non-MIT residents.

¹¹ The addition of three units and three buildings in the Taxable: MIT-Owned and Managed Housing count is the result of a change in reporting methodology.

Property Transfers

Cambridge properties purchased since filing previous Town Gown Report:
None

Cambridge properties sold since filing previous Town Gown Report:
None

Planned dispositions or acquisitions:

MIT acquired 8 Carlton Street in September 2010. This transaction will be reflected in the 2011 Town Gown Report.

E. Real Estate Leased

Use	Leased Location ¹²	Square Feet ¹³
Institutional/Academic	1 Cambridge Center	10,746
Institutional/Academic	5 Cambridge Center	42,445
Institutional/Academic	7 Cambridge Center	231,028
Institutional/Academic	24 Charles Street	7,252
Institutional/Academic	500 Technology Square	86,515
Institutional/Academic	600 Technology Square	83,561
Institutional/Academic	700 Technology Square	8,876
Institutional/Academic	One Hampshire Street	23,378
	TOTAL	493,801

¹² Leased by MIT from third-party landlords.

¹³ The square footage will, in some cases, only be a portion of the entire building.

F. Payments to City of Cambridge

	FY 06	FY 07	FY 08	FY 09	FY 10
Real Estate Taxes Paid ¹⁴	\$24,909,401	\$25,322,904	\$28,905,163	\$31,219,327	\$32,978,289*
Payment in Lieu of Taxes (PILOT) ¹⁵	\$1,541,600	\$1,922,079	\$1,847,603	\$1,774,115	\$1,701,638
Water & Sewer Fees Paid	\$4,992,678	\$5,920,644	\$5,456,917	\$4,661,336	\$5,403,736
Other Fees & Permits Paid	\$913,167	\$1,240,107	\$3,527,639	\$996,525	\$851,810
Total Payments**	\$32,356,846	\$34,405,734	\$39,737,322	\$38,651,303	\$40,801,473

* MIT's FY 10 real estate tax payment represents 12.3% of the City's total tax revenue stream.

** MIT's Cambridge First Purchasing Program resulted in the additional investment of over \$26.9 million in Cambridge businesses in FY 10. This program, together with taxes paid, payments in lieu of taxes, and municipal fees, brought MIT's 2010 economic contribution to the City to over \$67.7 million.

¹⁴ Includes real estate taxes paid by MIT, taxes paid on MIT-owned property through ground leases, and real estate taxes generated by Independent Living Groups.

¹⁵ The amount of MIT's PILOT payment is governed by the 2004 agreement between MIT and the City of Cambridge.

G. Institutional Shuttle Information

Route Name	Vehicle Type and Capacity	Frequency of Operation	Weekday Hours of Operation	Weekend Hours of Operation
Tech Shuttle	Mid-size transit 28 seats	10 minute peak, 20 minute off peak	6:15AM – 7:10PM	none
Northwest Shuttle	Mid-size transit 28 seats	10 minute peak, 20 minute off peak	7:25AM – 6:41PM	none
Boston Daytime Shuttle	Mid-size transit 28 seats	25 minute (September - May)	8:00AM – 5:54PM	none
Cambridge East Saferide	Mid-size transit 28 seats	30 minute	6:00PM – 2:25AM	6:00PM – 3:25AM
Cambridge West Saferide	Mid-size transit 28 seats	30 minute	6:00PM – 2:31AM	6:00PM – 3:31AM
Boston East Saferide	Mid-size transit 28 seats	20 minute	6:00PM – 2:37AM	6:00PM – 3:14AM
Boston West Saferide	14 passenger mini-bus	30 minute	6:05PM – 2:31AM	6:05PM – 3:31AM

Ridership Data

Route Name	Annual Ridership
Tech Shuttle	244,100
Northwest Shuttle	160,300
Boston Daytime Shuttle	72,500
Combined Saferide Shuttles	258,000

Shuttle Coordination Efforts

MIT's shuttle service is based on ensuring safety and meeting the demands of faculty, staff, and student users. As the demand for services changes, the Institute adjusts its shuttle services to best serve the community. There is very little overlap of MIT shuttle service with other public or private bus and shuttle services.

In August 2010, MIT ceased operating the Northwest Shuttle and employed the Charles River TMA EZRide shuttle to operate the Northwest Route. This combined EZRide/Northwest Campus Shuttle service results in the removal of one shuttle bus from the streets of Cambridge for 1,500 hours per year.

II. Future Plans Narrative

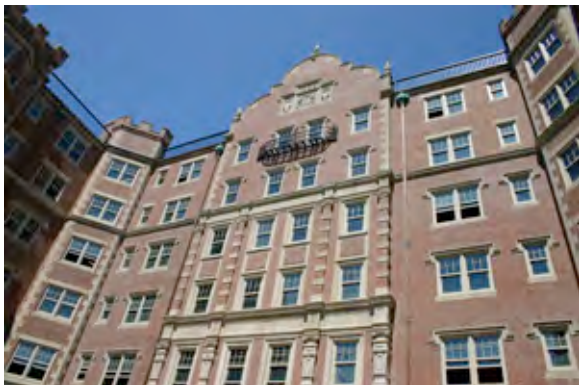
A. Current Context

MIT 150

During the spring of 2011, MIT will be celebrating the 150th anniversary of the founding of MIT. The Institute is making improvements to the campus buildings and landscape in anticipation of 150 days of anniversary activities with neighbors, friends, alumni, students, faculty and staff. Major events include the opening of the MIT150 Exhibition at the MIT Museum, the MIT150 Symposia, the Next Century Convocation, the FAST Arts Festival, and a community-wide Open House. When the fully featured MIT150 website launches in January 2011, online visitors will have access to interviews, historical information, and conversations among MIT community members and friends. MIT 150 hopes to open up MIT to both our local and global neighbors as never before. (See <http://mit150.mit.edu/> for more information.)

The general public will be invited to visit the MIT campus for a community-wide Open House on Saturday, April 30, 2011. The Open House will highlight work being done in Departments, Laboratories and Centers campus-wide through small-format lectures, tours, demonstrations, and other interactive programs. Particular emphasis will be on showcasing the work of MIT students and allowing them to spark in children and teenagers the excitement of discovery. Music and other performances will engage attendees as they move around the campus; a scavenger or trivia hunt will educate while it entertains. The Open House is taking place in coordination with the Cambridge Science Festival (CSF) which begins on the day of the Open House. April 30 will be the first of nine days of celebration to showcase Cambridge as an international leader in science, technology, engineering, and math. The CSF is presented by the MIT Museum in collaboration with the City of Cambridge, community organizations, local businesses, and other schools and universities.

Renovation & Revitalization



Planning on the MIT academic campus is centered on renovation and revitalization. MIT is in the midst of renovating two buildings along Memorial Drive: Fariborz Maseeh Hall (W1) and the Arthur D. Little Building (E60). There is also an exterior restoration project for Building 2 of the original Main Group buildings.

<< Fariborz Maseeh Hall



MIT is currently studying the possibility of renovating Walker Memorial Hall for music and theater arts activities (formerly shown as being sited at Massachusetts Ave and Albany Street) and renovating E52, the Sloan School headquarters, for the Department of Economics and Sloan administrative groups. In addition to the full building renovations listed above, the expectation is that MIT will engage in incremental and selective renewal projects in buildings across the entire campus from laboratories on Albany Street to residence halls to classrooms, laboratories and offices on the main campus.

^ Walker Memorial Hall

There is a new building in the early stages of planning that is the programmatic priority of the School of Science and School of Engineering. This building is the Materials Research Facility of the Future (MRFF). A site for the new building has not been selected yet because MIT is engaged in the preliminary analysis of the programmatic and technical requirements for this advanced research facility.

Also in a preliminary stage are plans for a building that would house the growing set of energy and environmental research activities, along with portions of the Earth, Atmosphere and Planetary Sciences (EAPS) and Civil Engineering departments. The constituent parts of the program are still in development and no specific site has been selected, although there is interest in replacing the parking lots, bank kiosk and modular buildings along Massachusetts Avenue between Albany Street and Vassar Street.

MIT's fundamental stability and resilience have been demonstrated by the completion of three major projects over the last year: the Media Lab extension last fall, the new MIT Sloan building in September and the Koch Institute for Integrative Cancer Research in November.



^ Media Lab Extension (top) and MIT Sloan building

In addition, a key enabling project, the expansion of the chiller and cooling tower plant on Albany Street, was completed last summer. Fariborz Maseeh Hall is a project that was in danger of being mothballed following a major historic preservation project for the entire façade. Thanks to the donation of Fariborz Maseeh, class of 1990, it is now on track for opening in the fall of 2011. This renovation provides 460 beds for undergraduate students and allows MIT to provide an opportunity for an MIT education for additional students and restore the undergraduate population to 4,500 students.

>> Fariborz Maseeh Hall



An off-campus project that was in development last year, the Massachusetts Green High Performance Computing Center (MGHPCC), broke ground in October, 2010. Originally announced in June 2009, the project aims to create a world-class, green, high-performance computing center in downtown Holyoke. The MGHPCC facility will provide state-of-the-art computational infrastructure in support of breakthroughs in science, thereby supporting the research missions of the participating institutions, strengthening partnerships with industry, and allowing Massachusetts to attract and retain the very best scientists to fuel the state's innovation economy. Joining MIT in the public-private consortium that is developing and operating the MGHPCC are University of Massachusetts, Northeastern University, Harvard University, Boston University, EMC and Cisco.

MIT's investment activities have taken an important step on two fronts. The first focuses on enlivening Kendall Square with new mixed-use development concentrated on the transit node. The second are long-term leases of several parcels on Massachusetts Avenue opposite the Novartis research facility for a major Novartis expansion and the redevelopment of part of the block between Blanche Street and Lansdowne Street by Forest City, using a combination of Forest City and MIT property. More detail on the investment plans is below.

MIT 2030

Looking toward the future, MIT has been engaged in an effort called MIT2030 that has developed into a planning tool for the physical campus. MIT2030 has been an internal process for thinking about future needs of the MIT campus and its transitional edges. The basis of much of the thinking was visioning done by senior academic and administrative leadership that looked at future academic and research needs and how they could be accommodated on the campus. Overall, the emphasis of the initial iteration of MIT2030 is on the renovation and revitalization of existing building resources, together with prioritizing the MRFF and Energy and Environment as the next new buildings. The technical needs of the research activities proposed for this

facility cannot be met within an existing facility on campus even with renovation. MIT expects that MIT2030 will continue as an annual internal evaluation of the needs of the campus and, as a result, will continue to evolve and change over time.

MIT Students, Faculty, and Staff

The number of undergraduates at MIT has dropped by about 500 over the past 25 years, reaching a low point of 4,109 in 2004. The renovation of W1, Fariborz Maseeh Hall, will allow implementation of a long-discussed plan to restore the undergraduate population from 4,218 for the academic year 2009 – 2010 to about 4,500 over the next few years.

In recent years, the trend in the number of graduate students has been flat or negative, with growth of less than 1% in the most recent year. Graduate student population growth is contingent on a large number of factors, including research funding levels and economic conditions.

For 25 years, the number of tenured faculty members has been stable at around 1,000. The rate of staff growth had been decelerating for the last three years. The separation of the Broad Institute from MIT in July 2009 is reflected in the 9.4% decrease in total staff. This change is a one-time reduction in staff population and removes a growth driver from the Institute's population numbers.

Housing

Since the completion of Ashdown House (Building NW35) in 2008, MIT has maintained the percentage of its graduate students housed in Institute-approved residences. The number of graduate students living in off-campus housing in Cambridge has decreased by 113 since 2006. MIT houses 41.0% of all of its graduate students and 59.1% of its graduate students who live Cambridge.

MIT Grows Greener in 2010 and Beyond



MIT is committed to being a leader in sustainability and environmental stewardship in all aspects of our facilities, operations, and activities in a manner that enhances the Institute's core education and research mission. We work to continually advance this mission through broad participation of our faculty, students, staff, and wider Cambridge community. Our efforts to embrace sustainability in all we do have been enriched by our many

collaborations with the City in this area including serving on the City's Climate Protection Action Committee, Green Building/Zoning Task Force, Climate Congress, Cambridge Recycling Advisory Committee, and advising members of the School Committee on issues of sustainable design, to name just a few.

MIT has made finding the solutions to the challenges of energy, climate change, and sustainability a priority across campus – not only in our research laboratories and classrooms, but also in our own campus operations. For more than 20 years, MIT has made major investments in energy and resource conservation and efficiency, including several major, award winning achievements such as our 1992 campus-wide lighting retrofit program reducing 11 million kWh of electricity use and over 6,000 metric tons of greenhouse gas emissions a year; our 1995 \$40 million investment in an advanced, gas-fired co-generation power facility to improve energy efficiency, increasing plant efficiency by over 18% and reducing MIT's total greenhouse gas emissions at the time by 32%; water conservation projects started in the 1990s reducing MIT's water use by over 60%, saving over 70,000,000 gallons a year; and our 2005 Community Solar Power Initiative supporting the installation of 25 solar photovoltaic installations on the campus and in the community bringing 75 kilowatts of installed capacity on-line and strengthening the local market for PV installations. MIT is honored to have been recognized by the City for its environmental initiatives over the years with five GoGreen awards.



Our commitment to addressing campus sustainability issues was deepened and renewed in 2006 when President Susan Hockfield created the MIT Energy Initiative, setting in motion an ambitious Institute priority to find solutions to today's most pressing energy and climate problems. The Energy

Initiative facilitated an integrated campus energy program that opened MIT's campus as a learning laboratory to develop and showcase leading approaches for significantly reducing energy use and greenhouse gas emissions. This program offers a unique platform to engage the entire campus community to identify, develop and implement hands-on sustainable energy practices that leverage the expertise of our students, staff and faculty.

Energy conservation & efficiency

A priority for MIT has been developing a robust, fiscally disciplined program targeting energy conservation investments across campus. Emphasis has been placed on measures that have a substantial impact on energy consumption and greenhouse gas emissions and at the same time offer positive economic return.

From 2005-2009, MIT committed \$3 million to new energy conservation measures focused on building lighting retrofits, steam trap system renewal, and heating/ventilation/air conditioning (HVAC) optimization. These investments alone are estimated to generate over \$2.2 million in energy savings and reduce greenhouse gas emissions by nearly 10,000 metric tons annually, providing additional strategic capital to reinvest in additional projects.



A major accomplishment this year was the establishment of MIT Efficiency Forward: a three-year, \$13 million collaborative energy conservation and efficiency program with our electric and gas utility company NSTAR. The program is a first-ever-of-its-kind with a utility company and is the single largest energy efficiency project NSTAR has developed with a customer. The program will invest over \$13 million over three years, with a mix of funds from MIT, NSTAR incentive payments, and reinvestment of energy savings. MIT has committed to a goal of reducing electrical use on campus by 34 million kilowatt hours over three years – equivalent to 15% of MIT's current electrical use. The total savings over the lifetime of the investments is estimated in excess of \$50 million and a reduction of over 20,000 metric tons of greenhouse gas emissions annually.

Green building and commuter choice

Our *Green Building and Commuter Choice* transportation programs are two other essential components of MIT's sustainability efforts to engage our community, reduce emissions, and advance sustainability. These topics are addressed in more detail below.

Engaging the entire community

In 2009, we launched the "greeningMIT" campaign to further integrate campus energy activities with the entire MIT community. "greeningMIT" is an initiative to engage all students, staff, and faculty in taking action to make the MIT campus more sustainable and energy



Help MIT Conserve Energy

**PLEASE USE THE
REVOLVING DOOR**



<http://mit.edu/MITel/campus>

efficient. Education and awareness campaigns were launched across campus that encouraged the MIT community to consider the energy impacts of everyday choices and activities. Across campus, there has been a recent burgeoning of activities and resources available to the community to help "walk the talk" on energy and sustainability. Recognizing the power of individuals to affect change, in 2009 MIT established the Green Ambassadors Program to create and empower a network of individuals interested in taking action in their own lab, office, or dormitory to promote more sustainable practices at MIT. Areas of focus include energy conservation, resource efficiency, green purchasing, alternative transportation, awareness, and outreach. To date, the Green Ambassador Program has grown to include over 230 staff, faculty, and student volunteers to model and promote the Institute's energy and environmental stewardship objectives.



MIT's enhanced recycling and waste minimization efforts across campus continue to engage more of the community and reduce the amount of trash generated on campus, while new, post-consumer and expanded compost efforts divert more material from the landfill and incinerator. In 2009 MIT recycled 2261.9 tons of material, ending the year with a 39.9% recycling rate. In the current year, MIT's recycling rate is 47.8%; with a projected increase in overall recycling tonnage of 250 tons, and an attendant 350-ton reduction in trash.

Student learning, research, and engagement



MIT's campus operations are being used as a living laboratory to foster students' emerging technical and leadership skills and to help define and solve our own energy and environmental challenges. In the past two years, over twenty-one undergraduate research opportunities (UROPs) and internships focusing on campus energy issues were supported by the administration and its academic partners. For example, a recent campus sustainability UROP worked with our Environment, Health and Safety

(EHS) Office and Building Technology Program to test alternative, more climate-friendly tracer gases for use in testing fume hood performance. Through our Student Campus Energy Project Fund we have been able to fund and support over 35 student projects that are designed to reduce MIT's environmental footprint while allowing students to test their ideas and leadership skills under real-world conditions.

Administrative units, including the Department of Facilities and EHS Headquarters Office, continue to support curricular, project-based learning activities by developing and advising campus energy-related projects, including ones for our undergraduate Projects in Energy course, the Sloan School of Management's Executive Education program, and Freshman Pre-Orientation Program (FPOP).

Several of our faculty members have integrated coursework to address important issues confronting our campus. For example, a Sloan School of Management team in the System Dynamics Group has been collaborating with our Department of Facilities to research the impact of building



maintenance cycles on energy efficiency within MIT's campus. Using custom simulation modeling software, the team is working to identify new policies and novel maintenance approaches that can optimize campus operations and minimize energy waste.

The road ahead for our sustainable campus



Looking forward, MIT is very well positioned to continue to build on priorities of our campus sustainability program, including demonstrating sound and meaningful energy conservation and efficiency strategies, designing programs to engage the broader community in better energy practices, and opening our campus operations as a living laboratory for student learning and education. Our bold Efficiency Forward program is setting the pace for an aggressive expansion of our energy conservation and efficiency work. Our green building program has taken stock of the lessons learned in the past to produce a building (Building E62, the Sloan School Expansion) that uses 50% less energy than the next best performing building on campus. With our rate of single occupant vehicle commuters now below 20% for the first time, it

is clear that our transportation programs continue to resonate with our community.

In January 2010, President Hockfield joined 25 of her national and international counterparts in signing the World Economic Forum's Global University Leaders Forum (GULF) Sustainable Campus Charter. The charter deepens MIT's commitment to embrace a series of sustainable development principles that guide campus operations towards a more energy-efficient and sustainable future. This commitment will be a feature in many aspects of our campus development, and we will be seeking and engaging the broad participation of the MIT community in shaping our progress.

B. Looking Ahead at Campus Planning & Development

Transportation

MIT has prepared designs for a safe pedestrian crossing from the end of Pacific Street to Vassar Street. The Commonwealth of Massachusetts has now acquired the CSX tracks and track rights, including the Grand Junction rail line. MIT is working with the Commonwealth in making this desired improvement a reality. The City of Cambridge has provided comments on the drawings, to which MIT has responded. Additional plan review with the Inspectional Services Department, Department of Public Works and the Fire Department are planned. Once discussions with the MBTA are concluded this construction can begin, most likely in spring 2011.

Urban Ring

Despite good progress made in 2008 working with the Executive Office of Transportation (EOT) Urban Ring team and City of Cambridge staff, the Urban Ring was omitted from the state's Regional Transportation Plan, a prerequisite to applying for any federal funding. This change, coupled with the dire financial condition of the MBTA and the state transportation system generally has put the Urban Ring project largely on hold. MIT intends to continue working with the City of Cambridge and others to see what progress can be made with existing resources and projects in preparing the Urban Ring to move forward when resources become more available.

One reason that the Urban Ring remains a priority for MIT is the increase of MIT administrative uses on the far west end of the campus. Development in this area would improve the visibility of the Fort Washington Park and create a node of transit-supported buildings that would help transform this area of obsolete industrial buildings, service yards, and parking lots.

The new transit node would provide an opportunity to revise the existing low density zoning to a density more appropriate to transit-oriented development (TOD).

Bicycle Planning and Improvements



MIT is committed to providing bicycle amenities to support and encourage students, faculty, and staff to commute to MIT by bicycle. The 2010 MIT Transportation Survey indicated that 14% of respondents living off campus commuted by bike, in addition to our many on-campus student cyclists. Over the past year, MIT has provided for these cyclists by installing 396 spaces of new bike parking throughout campus at existing high demand locations and as a part of new construction projects (Media Lab and Sloan).

These new racks have been located with a focus on providing secure, accessible, well-lit spaces close to building entrances, and placed indoors or in covered areas where possible. MIT plans to continue to provide additional bicycle parking spaces on an annual basis, to meet the needs of our growing and enthusiastic cycling community.

Four additional bicycle repair stations have been installed on campus, providing cyclists with air pumps and tools for minor repairs and adjustments. MIT now has a total of six repair stations distributed throughout campus, and 34.3% of cyclists responding to the 2010 MIT Transportation Survey reported using the stations in the past year.

The MIT Bicycle Commuter Benefit Program has proven to be a successful Transportation Demand Management (TDM) strategy specifically targeted at bicyclists. Full-time employees are eligible to participate in the program, which provides reimbursement of \$20/month (\$240/year) for the purchase, improvement, repair, or storage of a bicycle used for commuting to MIT. Fifty-seven cyclists signed up for the benefit in the first year of the program, with more expected next year as publicity spreads.



MIT was the recipient of the 2010 GoGreen Award from the City of Cambridge in the category of Transportation. Bicycle-related programs such as installation of bike repair stations, bike racks, and the Bike Commuter Benefit were among the accomplishments that contributed to the granting of the award.

In October 2010, MAPC re-released the RFP to create a regional Bike Share system, which would consist of self-service bike rental stations distributed throughout the Boston metro area. Individual municipalities and other public agencies within the MAPC region would have the opportunity to sign on to the system, and it is anticipated that the City of Boston will be the first city to implement the program. Access to a bike share system would be valuable to the MIT community as an additional means of transit for both intra-campus and city-wide travel. Bike share would also allow visitors from the Boston area a convenient alternative to travel by automobile. MIT will be working closely with the City of Cambridge to explore the details of the program as it unfolds.

Grand Junction Community Path

MIT has met several times with City staff to discuss how and whether the City's proposed multi-use path on MIT property in the Grand Junction corridor should be built. Some of the practical issues of potentially conflicting uses in the corridor have been raised but not resolved. MIT has

suggested that its significant investment in the Vassar Street cycle track, along with plans for others to construct similar facilities on Binney Street and Galileo Way that connect to Vassar Street, will provide most of the benefits of the proposed Grand Junction Path at no cost to the City. This dialogue is expected to continue.

Academic Development Opportunities

As identified on Map 4, several areas on campus provide development opportunities, but no specific site has been selected for any particular building. Parking lots, buildings that are not appropriate for contemporary academic requirements, and aging parking garages all are possibilities for future development.

Kendall MBTA Station Block, Medical Parking Lot and Hayward Blocks

The area directly adjacent to the Kendall T stop is the heart of the Kendall Square redevelopment initiative being created by the MIT Investment Management Company (MITIMCo). The parcel at the rear of the Medical Lot block on Amherst Street, including the former Research Institute for Medicine and Chemistry (RIMAC) property, may become an academic development site in the future.

Albany Street, Massachusetts Avenue and Vassar Street

These lots could provide a site for a variety of academic uses, in close proximity to the core academic campus, including the energy & environment project noted above.

Albany and West Garages

These garages and the parking lots adjacent to them also could provide important sites in proximity to the core campus, but the burden of accommodating parking relocation would be significant.

600 Main Street Block

This triangular-shaped block is challenging to build an efficient building on, but its relative proximity to the core campus makes it an attractive location. It is also an opportunity to improve a substantial amount of street frontage in an area that has seen significant redevelopment and for which there are plans for additional improvements, such as the 610 Main Street development planned by the MIT Investment Management Company.

Westgate Lot

This is a very large site with potential to accommodate a great deal of space, but its distance from central campus makes it less attractive for academic uses. The relocation of the MIT Police to W89 on Vassar Street early this decade, the use of W98 (600 Memorial Drive) for administrative uses and the consolidation of many functions of Information Services and Technology

(IS&T) in W91 and W92 demonstrate that the west end of campus is a good location for a variety of administrative and support activities.

Northwest Parking Lots

These lots could be used for administrative, support, or residential uses. Their unusual shapes, low density zoning and distance from central campus make them less attractive for core academic needs. However, over time the perception of this area could be altered by transportation improvements and the provision of new zoning that supports transit-oriented development.

C. Investment Activities

MIT invests in commercial real estate in Cambridge using the endowment and other capital of the Institute. These real estate investment activities help to improve the urban environment in the areas between the academic campus and our neighbors. The income they generate helps support MIT's mission of research and education, while the real estate taxes paid to the City—totaling approximately \$32.4 million in fiscal year 2010, over 12% of the City's total tax levy—help to support the many programs and services enjoyed by Cambridge residents.

MIT's commercial real estate activities are influenced by the same market forces that affect all other real estate operations in the City. MIT pursues transactions opportunistically, and sometimes changes direction in response to market demand. Like most other commercial real estate property owners in the City, MIT has also been negatively impacted by the general economic conditions of the past couple of years. Although Cambridge has been spared the consequences of overbuilding that other cities have experienced, the financial crisis has affected Cambridge real estate in several ways. As reported last year, some successful businesses put expansion or relocation plans on hold as they waited to see how the economy recovered, while other companies that are dependent on private venture capital to support their operations and research were finding it harder to secure additional rounds of funding. Finally, on the retail front, many operators were having difficulty securing capital from banks and other lending agencies to fund the build-out of their space as they sought to expand. As a result, the number of new commercial real estate transactions dropped in 2009, and major renovations and new construction activities slowed down.

This year there is a little more activity emerging in the market and the economy appears to have turned even though the recovery is slow. For MIT's real estate investment activity, this means that although some existing development projects will remain on hold, others are moving forward as tenants come forward with concrete plans. MIT will continue to spend time and energy maintaining and improving existing operating properties and planning for the future as the market rebounds.

The two areas of focus of MIT's investment planning efforts, as reported in previous Town-Gown reports, are on the Massachusetts Avenue corridor and in Kendall Square.

Massachusetts Avenue Corridor

On Massachusetts Avenue at the corner of Albany Street, MIT has leased a four-acre parcel of land to Novartis Institutes for BioMedical Research. The parcels – bounded by Massachusetts Avenue, Windsor Street, State Street, Osborn Street, and Albany Street – include land and buildings currently leased to Analog Devices and occupied by an MIT administrative group. In addition, Novartis has also leased a small property at 301 Mass. Ave. to use as a field office during the redevelopment of the site. The lease contract with Novartis requires them to include active ground floor uses on the new redeveloped site, helping to improve this important corridor. Retail services in this block will complement the opening of Central Bottle and Flour Bakery + Café across the street at 220 Massachusetts Avenue, another Novartis development made possible by a ground lease from MIT.

Further up Massachusetts Avenue towards Lafayette Square, MIT has entered into an agreement with Forest City to investigate the redevelopment of part of the block between Blanche Street and Landsdowne Street. This agreement, a logical extension of the Institute’s 25-year relationship with Forest City at University Park @ MIT, could result in the creation of an office/laboratory facility with ground floor retail on Massachusetts Avenue.

Through these two transactions with Novartis and Forest City, MIT hopes to continue the transformation of this section of Massachusetts Avenue into a vibrant and attractive corridor connecting the Institute to Lafayette Square and beyond.



In Central Square, MIT is pleased to report that letters of intent have been executed with two tenants to occupy the ground floor of 450 Massachusetts Avenue. If final lease agreements are reached, these operations are expected to open in 2011. This property, which is the home of the Central Square Theater, was completed in 2008 just as the recession hit and the overall leasing environment became more challenging.

MIT is an active participant in the city’s *Red Ribbon Commission on the Delights & Concerns of Central Square*. The Institute looks forward to continuing to work constructively with the city and our business and residential neighbors to take an in-depth look at the quality of life in Central Square and the future commercial viability of the Square.

Kendall Square

In Kendall Square, MIT is advancing its ideas for the revitalization of the square. Public outreach started in the spring, including meetings with city government, city administration, neighborhood groups, and abutters, in

addition to numerous internal MIT groups. In the course of these meetings, people expressed a nearly universal desire to see Kendall Square substantially revitalized, with more restaurants and services to serve the diverse population of residents living in the adjacent neighborhoods, employees in area businesses, MIT faculty, staff, and students, as well as visitors.

With this positive response, the planning team spent the summer putting together a more specific proposal that could create the type of active retail environment people are seeking, provide additional space to support the vibrant innovation culture in Cambridge and Kendall Square in particular, significantly expand the city's tax base, and do so in an economically viable framework. MIT has spent the fall sharing its concepts with the Cambridge and MIT communities, soliciting feedback and ideas from interested parties, and expects to bring forward a refined proposal to the city for consideration in 2011.

In the interim, MIT is continuing its efforts to bring new life to Kendall Square. Following the investment in the exterior façade and plaza at One Broadway, MIT is partnering with local entrepreneurs to bring two new restaurant concepts to the first floor of the building. MIT signed a lease with Gary Strack, owner of *Central Kitchen* and *The Enormous Room* in Central Square, to open *Firebrand Saints*, a new restaurant expected to open in the spring of 2011. And in the adjacent space, MIT is exploring opportunities with others on a new café, which could open in late 2011.

III. List of Projects

A. Enhanced Academic Facilities

Media Lab Complex (formerly known as the Media Lab Extension)



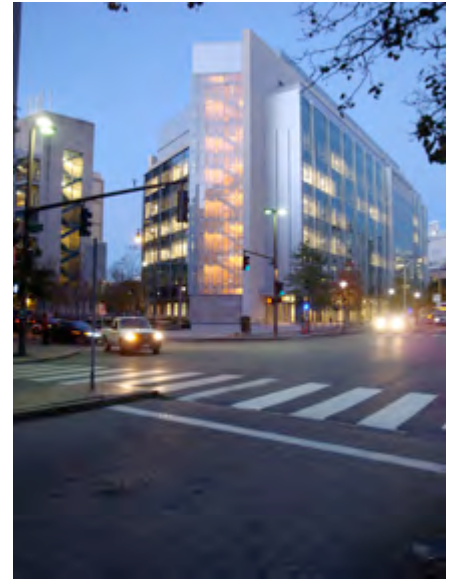
This new ±163,000 gross-square-foot facility includes electronic research labs, student and faculty offices, meeting space, and exhibition spaces for the Media Lab and the School of Architecture and Planning. The facility accommodates a growing educational program in media studies and other programs from the School of Architecture and Planning. The designer of the project was architect Fumihiko Maki of Tokyo, with Leers Weinzapfel of Boston as associate architect.

This project included a raised crosswalk between Buildings 66 and E15, and significant public infrastructure improvements including enhanced pedestrian and crosswalks at the corner of Ames and Amherst Streets, and the repaving of portions of Ames and Amherst Streets. The project is complete and occupied.



Koch Institute for Integrative Cancer Research (formerly known as the Cancer Research Facility)

The building approved by the Planning Board in January 2008 as the Cancer Research Facility has been named the Koch Institute for Integrative Cancer Research. The building is ±367,000 gross square feet, and was designed by Ellenzweig Associates. Heat recovery systems, variable air volume hoods and a full year of commissioning are among the energy saving features of the building. It is expected to receive a LEED Gold rating. An extensive landscape program at the public edges and sides of the building is in place, and a major new courtyard to the rear of the building, now called North Court, is just being completed. A public gallery of scientific exhibits will be part of the Main Street entry area, and will promote educational visits for school groups on topics in life sciences. Parking displaced by this project will be accommodated in the new East Campus garage at Sloan. The building is now open.



Sloan School of Management



This new building accommodates the expanding needs of the school by housing all Sloan faculty and providing enhanced teaching and learning spaces in ±217,000 gross square feet. This project was designed by Moore Ruble Yudell Architects & Planners with Bruner/Cott & Associates of Cambridge as the local architect. Sunshades and screens on the southern façade of the building will incorporate daylighting while reducing the heat gain from the sun. Energy use will be 40% less than a conventional building of the same size. Low-flow urinals, toilets and other plumbing fixtures are a few of the measures that will reduce the building's water use by 20%. The Sloan School expansion is expected to receive a LEED Gold rating. The accompanying ± 168,000 gross-square-foot underground garage accommodates 430 parking spaces for the East Campus area. The former surface parking lot has been reduced from 311 to 57 spaces.

Construction of the new Sloan building was completed in the summer of 2010 and faculty and staff have now moved in. MIT's reconstruction of the intersection of Main Street and Broadway and the new landscape are also complete.



E60, Former Arthur D. Little Building

Building E60 was constructed in 1917 and is listed in the National Register of Historic Places and is a National Historic Landmark. The renovated building will house administrative offices for the Sloan School of Management. The project scope includes interior demolition and renovations, repair and restoration of the building envelope, complete repair or replacement of mechanical, electrical, plumbing, fire protection, access control and communications systems and any other improvements required to meet all Federal, State and local code compliance. Renovations will be completed in consultation with the Cambridge Historical Commission. The project shall be completed with sustainable design and construction initiatives with the goal of achieving a minimum rating of LEED Silver.

Music and Theater Arts – Walker Memorial



The music and theater arts areas of at MIT are extremely vibrant and are in need of teaching and performance spaces for academic and extracurricular programs. Walker Memorial Hall is a significant campus building that has served many roles on the MIT campus over its 95-year history. Currently in need of renovation, Walker appears to be a good match with the programmatic needs of Music and Theater Arts, providing both a home for the consolidated department and extracurricular performance use, and a solid vision for the building renovation. This project is an evolution of the Music and Theater Arts program originally proposed for the corner of Albany Street and Massachusetts Avenue. A request for proposals for programming and design services is being prepared.

Wood Sailing Pavilion Floating Docks

The proposed project consists of construction of a floating dock to expand the existing Massachusetts Institute of Technology (MIT) sailing facility. The proposed expansion will provide space for approximately 100 boats and sailboards, which are currently stored on the pile-supported fixed elevation pier and within the MIT Sailing Pavilion storage bays. The project does not expand the number of vessels at the facility. It is designed to address constrictions associated with limited dock space and up to a 3-foot elevation difference between the existing dock and river surface, which poses safety concerns and boat maintenance issues. The proposed floating dock will remain on the Charles River year-round.



The project has received a MEPA certificate and an Order of Conditions from the Cambridge Conservation Commission. An amendment of the existing Chapter 91 Waterways license, an Army Corp of Engineers permit and an amendment to the existing boating permit from the Department of Conservation and Recreation (DCR) are all being sought.

Grounds Services

The Grounds Services unit now at 310 Massachusetts Avenue will be moved to a new location. In addition to moving Grounds, co-location of the Repair & Maintenance group and other operations units is being studied. The Institute is currently examining MIT-owned parcels in the west and northwest areas for this project.

B. Housing



Fariborz Maseeh Hall: 305 Memorial Drive Renovation

As noted above, this project to create 460 new undergraduate beds at the former Ashdown House is now funded and is proceeding for a fall 2011 occupancy.

C. Public Improvement Projects

East Campus Roadways

As seen on Map 7, MIT has re-paved or re-constructed every major city street in East Campus: Main (partial), Ames, Amherst, and Wadsworth. This includes new paving, sidewalks, traffic safety improvements, new landscaping, raised crosswalks, neckdowns and crosswalks.

D. Service and Circulation Infrastructure

MIT intends to maintain its parking inventory by replacing or rehabilitating aging garages and parking lots on valuable campus locations. The Institute also plans to expand and upgrade its utility infrastructure to keep pace with its building program.



Utility Expansion

The existing cooling tower and chiller hall structure at N16 has been expanded onto MIT land behind the Central Utility Plant, over the rail track easement. The project includes high efficiency compressors, fans and pumps that will save 850,000 kWh annually, or enough electricity to serve 80 households for a year. This construction is complete. Replacement of some existing cooling towers and chillers will occur in a later phase of the project.

Design is underway to replace one large boiler and enclose both the old and the new boiler adjacent to N16A on Albany Street. These boilers provide steam in the event that the largest steam producer on campus goes down.

E. Current Investment Projects

Of the three investment projects that were reported on last year, one has started construction and MIT is continuing to seek tenants and make financing arrangements for the other two. In addition, one smaller project (281 Albany Street) was conceived after the release of last year's report and completed this fall.

610 Main Street New Construction (formerly 650 Main Street)



The proposed new project, to be located on the site of the current surface parking lot, consists of 418,000 square feet of office and/or laboratory building above a below-grade parking garage. The Planning Board issued the Article 19 Special Permit in March 2009, and the building is being marketed to prospective tenants. The building has been designed to meet the LEED Silver criteria, and MIT anticipates starting construction once an anchor tenant is secured.

640 Memorial Drive Renovation

This property consists of a five-story historically significant building containing approximately 206,000 square feet of office and laboratory space. The building was previously leased to Millennium Pharmaceuticals and Pathology Services. In July this year MIT executed a lease agreement with sanofi-aventis, U.S. Inc. to occupy approximately half the building and has started renovation of the base building systems. Base building upgrades and tenant improvements are expected to be completed in the fall of 2011 when sanofi-aventis will move its oncology headquarters to the building. Although MIT had originally designed a 50,000 square foot addition to the building, it was determined that the renovation of the existing historic building would meet sanofi-aventis's space and schedule needs. MIT continues to market the remaining space in the building.



130 Brookline Street Restoration

130 Brookline Street is a vacant two-story, 45,000 square foot concrete frame industrial structure built in the 1920s. MIT has completed design plans for the conversion of the structure into a laboratory building and is marketing the building to potential tenants.

281 Albany Street



281 Albany Street was a biotechnology manufacturing facility occupied for many years by Alkermes and Makoto Life Sciences. Following the expiration of the lease, MIT renovated the 30,000 square foot property for laboratory use. The renovation included the addition of windows around the perimeter of the site, the relocation of the loading dock, and the construction of a new accessible entrance at the west side of the building. This effort transformed an obsolete manufacturing facility into a next-generation laboratory facility and helped improve the streetscape along Albany Street. Earlier this year MIT executed a lease

agreement with Aileron Therapeutics, Inc., a biopharmaceutical company founded in 2005 to develop and advance a revolutionary class of drugs called Stapled Peptides. Aileron completed their tenant improvements and took occupancy of the entire first floor of the building in October this year.

IV. Mapping Requirements

Map 1: MIT Property in Cambridge

All real estate owned in the City of Cambridge
&
Real estate leased

Map 2: MIT Academic Projects

Development projects for academic property completed within the past year, now underway, proposed or planned within the next three years

Map 3: MITIMCo Investment Projects

Development projects for investment property

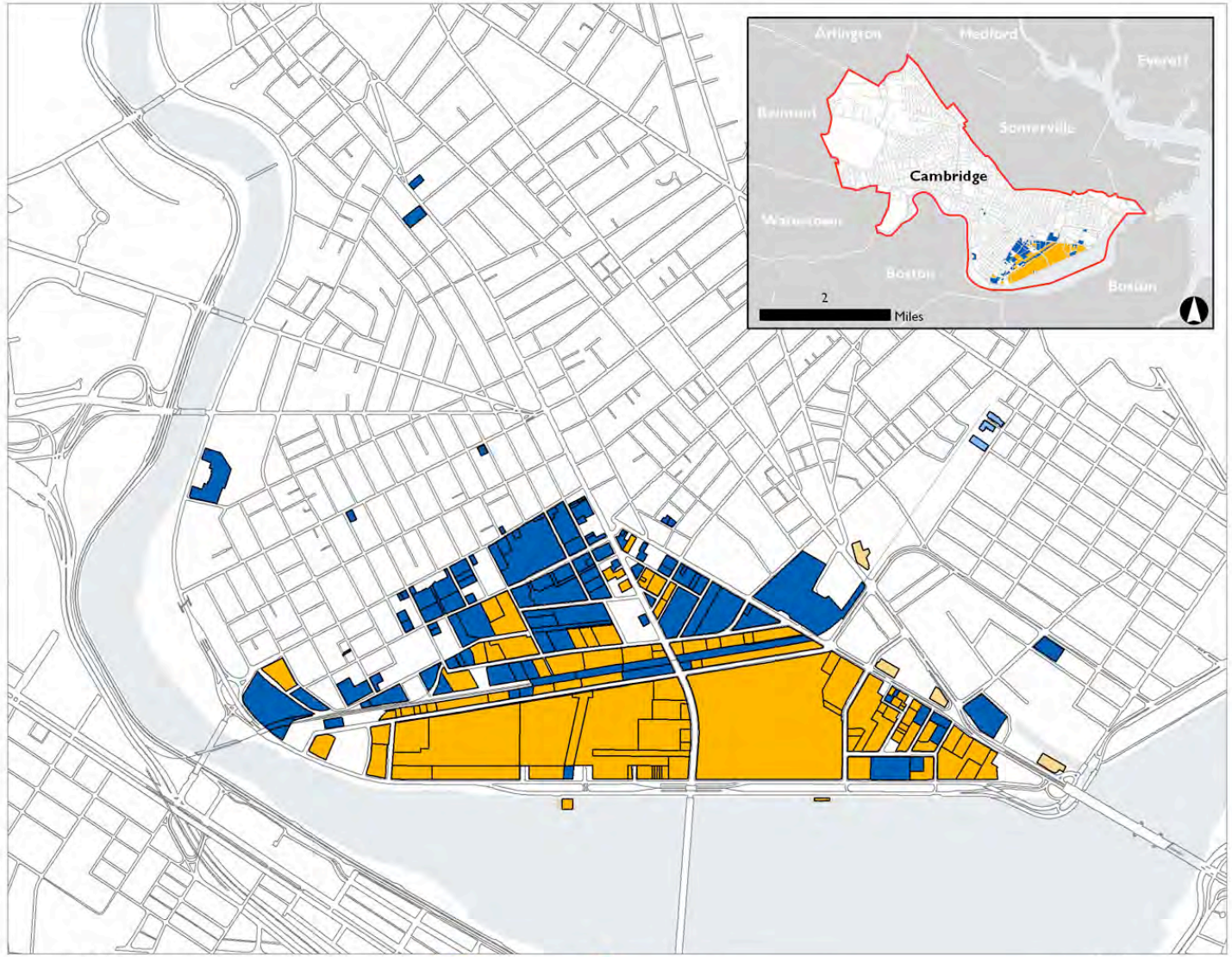
Map 4: Future Development Opportunities

Sub-areas/precincts of MIT campus indicating the location of future development areas and projects

Map 5: MIT Shuttle Routes

All regularly scheduled campus shuttle and transit routes

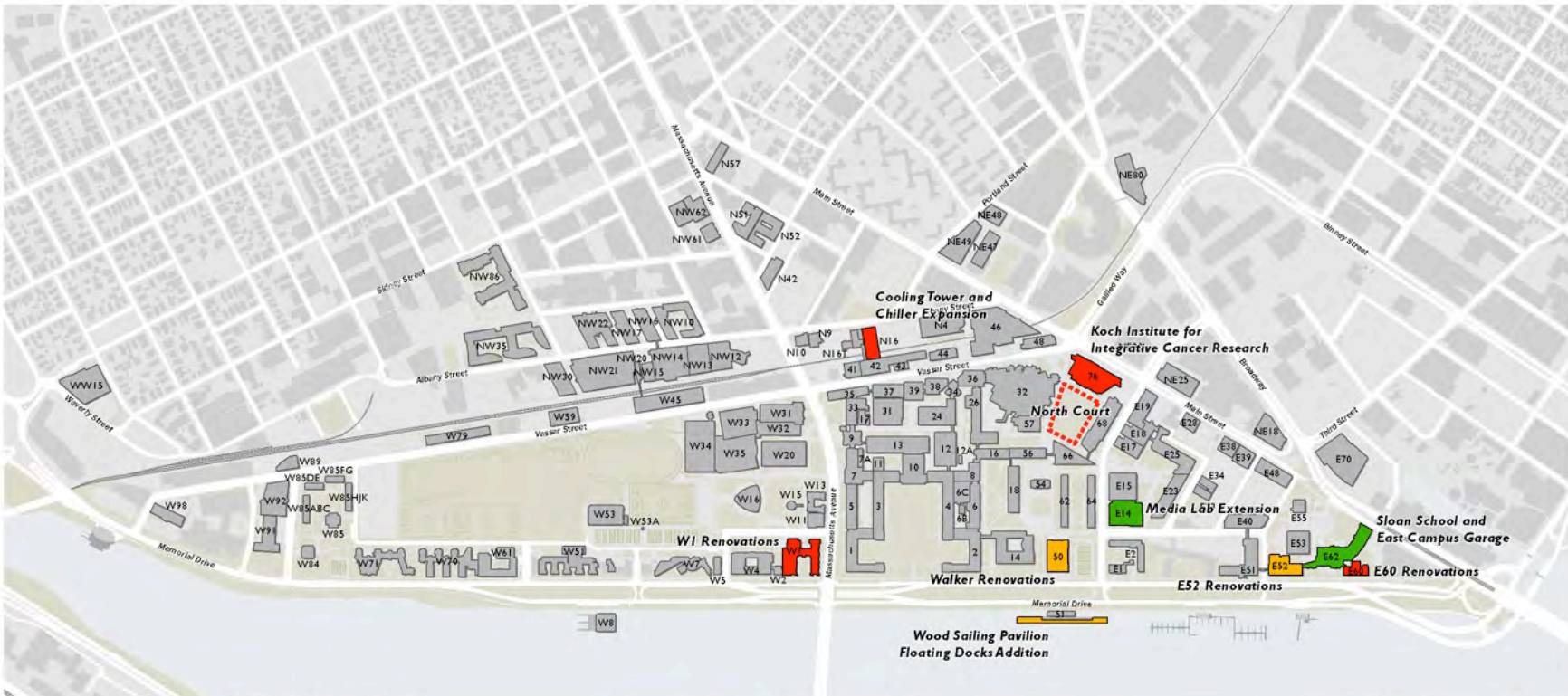
Map 6: New Public Infrastructure Projects – East Campus Roadway Improvements by MIT



Map I: MIT Property in Cambridge
December 2010 (Data as of June 30, 2010)

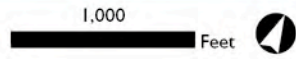
- Academic Plant
- Academic Leased
- Investment Property
- Investment Property - Condominium Only

1,000 Feet



Map 2: MIT Academic Projects
 December 2010 (Data as of June 30, 2010)

- Planning/Design
- Construction
- Completed





Map 3: MITIMCo Investment Projects
 December 2010 (Data as of June 30, 2010)

Planning/Design
 Construction

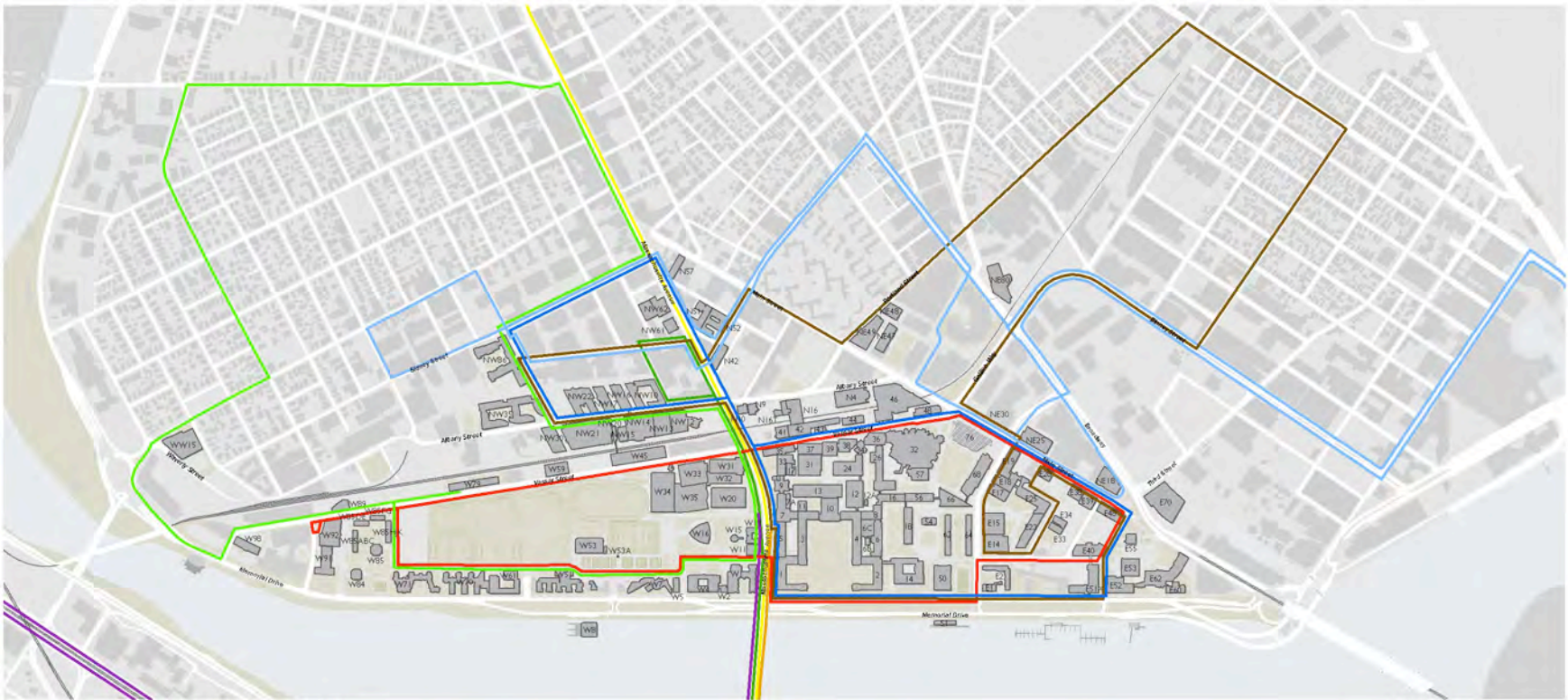
1,000 Feet



Map 4: Future Development Opportunities
December 2010 (Data as of June 30, 2010)

 Future Academic Development Opportunities

1,000 Feet 



Map 5: MIT Shuttle Routes


December 2010 (Data as of June 30, 2010)

- MIT Shuttle TECH
- M2 Shuttle
- Saferide Shuttle Cambridge East
- Saferide Shuttle Boston East
- Boston Daytime
- MIT Shuttle NW
- EZ Ride
- Saferide Shuttle Cambridge West
- Saferide Shuttle Boston West





Map 6: East Campus Roadway Improvements by MIT
 December 2010 (Data as of June 30, 2010)

 East Campus Roadway Improvements



V. Transportation Demand Management

A. Commuting Mode of Choice

MIT conducts a commuting survey every two years. The data below was collected in fall of 2010. The chart below summarizes the responses to the survey question, “How did you commute to campus each day last week?” Data reflects average Monday-Friday responses and excludes students living on-campus and people reporting that they did not come to campus.

Commuting Mode	2002	2004	2006	2008	2010
Drove alone entire way	27%	26%	26%	21%	20%
Took public transportation	36%	36%	37%	39%	42%
Carpooled	6%	6%	6%	7%	7%
Bicycled	12%	12%	12%	13%	14%
Walked	16%	15%	14%	16%	15%
Other	4%	4%	5%	4%	3%

B. Point of Origin for Commuter Trips to Cambridge

Home Location	Number of People working on the MIT Main Campus	Percentage
Cambridge	2,170	22.0%
Boston	1,284	13.0%
Somerville	746	7.6%
Arlington	377	3.8%
Brookline	338	3.4%
Newton	275	2.8%
Lexington	245	2.5%
Medford	226	2.3%
Belmont	218	2.2%
Watertown	166	1.7%
Malden	155	1.6%
Quincy	142	1.4%
Waltham	104	1.1%
Winchester	103	1.0%
Acton	65	0.7%
North Of Boston	610	6.2%
South Of Boston	62	0.6%
West of Boston	140	1.4%
Outside 128	1,513	15.3%
Outside 495	314	3.2%
Out of State - Connecticut	14	0.1%
Out of State - Maine	20	0.2%
Out of State - New Hampshire	112	1.1%
Out of State - Rhode Island	45	0.5%
Out of State - Vermont	6	0.1%
Outside New England	402	4.1%
Unknown	17	0.2%
Grand Total	9,869	100.0%

C. TDM Strategy Updates

In addition to the current extensive Transportation Demand Management programs offered to the MIT Community, the following was accomplished in the past year:

- Implemented the new Qualified Transportation Bicycle Commuter Benefit, in which 57 employee bike commuters participated. MIT was the first employer in the area to implement this program. Full-time MIT employees who commute to work by bicycle and are not enrolled in another MIT commuting benefit program are eligible for reimbursements related to their commute.
- Installed 600 additional bicycle parking spaces and 4 additional Fixit Stations. Construction is underway on a secure bike cage in the new E62 parking garage.
- Won first place in the 2010 bike week commuter challenge with over 5,000 students and employees participating.
- Added two ZipCar parking spaces at the new Sloan School, Building E62, this year, bringing the number of cars on campus to eleven. There are currently over 4,000 ZipCar members at MIT.
- Received a 2010 GoGreen Award from the City of Cambridge in recognition of outstanding efforts to promote environmentally friendly transportation.
- Ceased operation of the Northwest Shuttle and employed Charles River TMA to provide service to the northwest campus using the EZRide Shuttle. This combined northwest campus shuttle service results in the removal of one shuttle bus from the streets of Cambridge for 1,500 hours per year.



VI. Institution Specific Information Requests

1. Discuss planning for bicycle facilities on campus.

See Section II. B., Transportation: Bicycle Planning and Improvements.

2. Provide an update on long term planning for the main campus, with a particular focus on plans for campus green space and campus edges, where MIT property abuts other landowners.

See Section II., Future Plans Narrative, including descriptions of development opportunities fronting on important public streets, such as Main Street, Albany Street, Massachusetts Avenue and Vassar Street. Also see Section III., List of Projects: Koch Institute for Integrative Cancer Research, Media Lab and School of Architecture and Planning, Sloan School Expansion, Massachusetts Avenue Corridor, and Kendall Square.

3. Provide information on any plans for additional housing and other uses under consideration for MIT owned parcels in Cambridgeport and Area 4.

There are no new plans for additional housing or other uses on MIT land in Cambridgeport or Area IV. See also Section II.B., Academic Development Opportunities.

4. What are MIT's plans for ground floor retail along Main Street and in Central Square? Describe progress on MIT concepts for enlivening Kendall Square.

See Section II.C. Investment Activities, Massachusetts Avenue Corridor and Kendall Square.

5. Provide an update on discussions about development of a multi-use path along the Grand Junction railroad right-of-way.

See Section II.B., Transportation: Grand Junction Community Path.